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ABSTRACT

Written by an experienced trustee, this handbook provides information about public libraries in Texas, about the position of the library trustee, and about the opportunities trustees--as representatives of the public--have to advance the services of their libraries. The handbook describes public library boards in Texas, suggested advisory board and trustee activities, library board meetings, lobbying, library volunteers, Friends of the Library groups, the relationship between the trustee and the librarian, methods for finding the best librarian, library funding, library planning and policymaking, public relations activities, open meetings, and the involvement of trustees in library associations. The issue of intellectual freedom is also discussed with statements on the freedom to read and view, a library bill of rights, and a recommendation on the confidentiality of library records provided. A map showing the Texas regional library systems and Texas Library Association districts is presented, as well as descriptions of the Texas State Library and Archives Commission and the Texas State Library Communications Network (TSLCN). Appendices comprise a selective glossary of library-related terms; sample budget and complaint forms; and three checklists covering suggestions for the organization of library boards, suggested bylaws for library boards, and the duties of a librarian in a public library. (ESR)

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Texas Public Library Trustee Manual

A handbook for library board members

Texas State Library
Library Development Division
Austin, Texas
1982

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Texas
Public Library Trustee Manual

A handbook for library board members

To Texas Public Library Trustees and Librarians:

The Texas State Library is proud to send a handbook for trustees written by an experienced trustee. Alice Ihrig is well aware of the duties and responsibilities of library board members. She began her commitment to libraries as a member of the Oak Lawn Public Library Board of Trustees. Her interest continued as she became active in the Illinois and American Library Associations. She served as president for the Illinois Library Association, Illinois Library Trustee Association and the American Library Trustee Association. She also served as an elected member of the American Library Association Council and Executive Board.

Because of her extensive experience and knowledge in the library trustee arena, she has conducted workshops, many in Texas, on legislation, public relations, censorship and library board duties and responsibilities. She has also written state trustee manuals.

This handbook is a guide to help answer questions and provide information about public libraries in Texas. We hope that you will find the information useful in carrying out your responsibilities as a library board member.

Additional copies of this handbook may be obtained from the Texas State Library, Library Science Collection, P.O. Box 12927, Austin, Texas 78711.

Texas State Library
Library Development Division
Austin, Texas
1982

ABOUT THIS MANUAL . . .

This publication is offered to the trustees of the public libraries of Texas as a source of information about libraries, about the position of trustee and about the opportunities trustees, as respresentatives of the public, have to advance the services of their libraries.

IN USING THIS MANUAL, think of it as something to read from cover to cover - or as a handy reference to topics which arise. It is suggested that library boards review the manual, selecting topics for discussion and seeking additional information as they develop new programs and push for progress in the library.

ADDITIONAL INFORMATION is available from many sources, especially these:

The Texas State Library and Archives Commission
Library Development Division
Box 12927 Capitol Station
Austin, Texas 78711
1-512-475-4119

Library Science Collection
Texas State Library
Box 12927 Capitol Station
Austin, Texas 78711
1-800-252-9386

American Library Trustee Association (ALTA)
A Division of the American Library Association
50 East Huron Street
Chicago, IL 60611
312-944-6780

ALTA has a regional vice president assigned to work with a group of states. The name of the current person is available from ALTA.

Texas Library Association
8989 Westheimer, Suite 108
Houston, Texas 77063
713-782-0570

Trustee Round Table
Texas Library Association

Public Library Division
Texas Library Association

Assistance to trustees is also available through the regional library system.

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THE OBJECTIVES OF THIS MANUAL are to

- provide a quick and basic reference source on the responsibilities and opportunities in library trusteeship.
- explore the many facets of library service in which trustees are involved.
- define the trustee position and encourage trustees to fill the roles designed for them.
- assist trustees and boards to perform to their own and the community's satisfaction.
- share some ways to be effective trustees and to suggest some of the many directions which trustees may take in support of their libraries.

TO SUPPLEMENT THIS MANUAL, you will need

- the basic documents of your own library: its history, statement of goals and objectives and plans.
- tools for understanding your library, including its budget history, current spending plan, staffing pattern, policy manuals and a list of basic services provided.
- board operating procedures, including recent minutes, a board procedures manual or list, regular agendas and the names of fellow board members and principal staff.
- information on the structure of your library, its financial resources, the related government units and who's who in managing the library.
- an orientation to the job of trustee as practiced in your library.
- information on the Texas State Library and its services, the Texas Library System Act and its rules and regulations and public library statistics.
- a tour of your library with staff to see where the library stands, understand its basic organization and arrangement and meet the staff.

THE LIBRARIES OF TEXAS

Texas is dotted with libraries of all kinds: great university reference libraries; about 5,193 libraries in elementary and high schools; special libraries serving the needs of corporations, organizations and special groups; private libraries and 452 public libraries.

These public libraries range from cozy store fronts to models of modern architecture, but they all serve the same purpose: the library and information needs of the communities in which they are located.

While this publication centers on public library trustees, it stresses the need for trustees to know about all kinds of libraries. Technology and cooperation make it possible for libraries to share what they have, and trustees are important prods in the effort to make access meaningful for persons living anywhere in Texas.

PUBLIC LIBRARY BOARDS IN TEXAS

In Texas, as in most other states, there are two kinds of boards attached to public libraries. The governing board has control of library operations; the adivsory board provides public representation in the way the library is operated.

THE GOVERNING BOARD IN TEXAS

When Articles of Incorporation are filed for a library under the Texas Non-Profit Corporation Act, provision is made for a governing board responsible for the operation of that library.

Duties of the trustees of governing boards are spelled out in the Articles of Incorporation and may include:

- employing the librarian
- entering into contracts
- setting policies for the library
- preparing the budget
- obtaining funds for the library

THE ADVISORY BOARD IN TEXAS

When the board of a library is appointed by the local governing body of the city or county government of which the library is a department, that board functions in an advisory capacity.

The responsibilities of the trustees depend on the law under which the board was created and can vary. Usually, the main responsibility is to advise the librarian and local government on matters such as:

- selecting the head librarian
- entering into contracts
- setting policies for the library
- preparing the budget
- developing programs of library service

THE PRODUCTIVE ADVISORY BOARD

A board which feels that an advisory role is not important needs to look at itself carefully. Why is the advisory function needed? Is it not a manifestation of the belief that public participation is important in institutions relying on public support? Is it not more comfortable for the manager, public officials, librarian and staff to test their plans and ideas with a representative board? Cannot that board be influential because it takes the time to consider what advice to give?

Operations are best left to trained professionals with the time to cope with details. But ideas can come from those being served by the library, problems can be approached from the outsider's vantage point and from the varied experiences of board members, and professional plans get a boost from the participation and understanding of those viewing the needs from a public position.

An advisory board that accepts responsibility for giving advice should be prepared to

. meet regularly and faithfully to be on hand to provide advice.

. expect the librarian to share plans and problems and ask for help.

. accept special assignments to, for example, study a problem or collect communinty information or go to work on a building program.

. know the library and its services in order to serve as a conduit to the community.

. plan for the board's participation in the process of planning, the work of financing and the excitement of making future plans.

. insist that the board members' opinions are important and useful.

. be active in the community in ways which will spread the word about the library.

. learn to be active in the political process that works for legislation and support at local, state and national levels.

. help to identify in the community people who will be active in support of the library: Friends, future trustees, allies.

. keep abreast of the latest developments in library service and insure that the local library does not lag behind what is best.

An active advisory board has the opportunity to be involved and influential without handling all the details to which some operating boards fall heir.

WHAT DOES IT MEAN TO BE A LIBRARY TRUSTEE?

Few appointing boards have a job description for the library trustees, yet the importance and influence of the position merit development of a list of qualifications for trustees and a list of the duties and responsibilities. Such a combined job/qualification description might read:

A good library trustee is one who:

Learns

- about the library board's responsibilities under the law and by custom and tradition in this community.
- about the local government's relationship to the library and how to use this relationship to advance the library.
- about the community's needs and how they can be translated into library services.
- how to be effective in the community and how to see that the library is effective in its services.
- about cooperative efforts between and among libraries to provide the best possible services.

Applies

- principles to policy recommendations.
- staff to excellent services and programs.
- funds to their best use
- knowledge to problem-solving.

Acts

- as a member of the board, bringing individual contributions to the unit in working through problems and making recommendations.
- as an interpreter in the community, blazing trails for the library based on board plans and assignments.
- as an informant to local officials, state and national legislators, potential supporters.
- as a connoisseur of the community, setting the library firmly in place as an important element in the civic and cultural life.
- as an enthusiast about current programs, future plans and innovation.
- as an aide to the librarian and staff in providing support for the library when local resources are allocated.

THE LIBRARY BOARD MEETING

When trustees gather at state and national conferences (and they should!) the talk is of, "What makes a good board?" With limited time and a fierce desire to be effective, trustees have some trouble with the board process, which they may view as inhibiting.

It is relatively easy to define board responsibilities. It is more difficult to organize the board to achieve its goals.

A GOOD LIBRARY BOARD is one which functions as a unit but with plenty of opportunity for individual opinion and contributions. To achieve this dual objective, a library board should

- have bylaws and procedures in writing and review them periodically.
- hold an orientation for its new members and to refresh the experienced.
- clarify the role of the board and that of the head librarian and write the clarification into the library's policies.
- hold regular meetings at specified times and for adequate lengths of time.
- welcome observers at most board meetings and encourage this form of community participation.
- develop agendas well in advance with business details explained to permit adequate time for free discussion of interesting topics.
- insist on being well-informed by the librarian and, when appropriate, by staff.
- act as a unit in planned visits to local government meetings where board knowledge and interest are the best evidence of support for the library.
- participate in planning, observe goals and objectives and check library progress against its plan.
- suggest ways for the library to improve through knowledge of what other libraries are doing, the best practices as discussed in the literature and the relay of wishes and wisdom from the people in the community.
- increase visibility by activity in the community, taking part in community events, speaking out for the library.
- remember that to give advice is a necessary function which requires knowledge, ability to articulate ideas, persistence to push for programs and the long-range viewpoint.

FIRST THINGS FIRST-MONEY

The tough job, and the most important for a trustee, is the financial welfare of the library.

The desire to give services and the ability to do so are wasted without adequate funds for library salaries, a good collection of materials, useful technology, cooperation, public relations, programs and events - all the elements of the library's plans.

Most of the money for libraries in Texas comes from the public purse in the form of taxes allocated by public bodies for public purposes. Libraries are often the beneficiaries of other funds: gifts, money raised through Friends, legacies, in-kind work, volunteer activities and memorials.

Advisory boards are often involved in raising extra funds above the taxes received. Board members are good at soliciting contributions for building funds, asking people and organizations to make donations of money and materials and suggesting that memorials go to the library. They support Friends' fund raising activities: book sales, art shows, cookbooks, events.

But the real role of advisory board members is to insure a stable and increasing source of funds for the operations of an improving library. To do this, they must have excellent relationships with the governmental unit funding libraries and with those people who influence the political process.

LOBBYING?

Yes, that's what we call the process of letting the people in the political structure know what we want.

Lobbying is knowing where the funds originate and knowing the people who control distribution.

Lobbying is presenting a case for the library with facts and figures and with enthusiasm for what the library means to people.

Lobbying is being a visible and vocal advocate for libraries. It's sitting in the front row at local governmental meetings, setting up meetings with city and county officials, holding discussions with a manager and carrying the message to organizations and gatherings.

Lobbying is never failing to mention that one is a library trustee. It's testing the air to sense how people are thinking. It's giving information and translating knowledge of needs into well-put demands for money.

Yes, lobbying extends to the state house and Congress, but it begins with conviction at home. If enough people know and use libraries, their wishes lead to honest demands upon the public's money. Trustees can speak for the people's desire to buy what they most want and need from their taxes.

Legislators at all levels are most responsive to citizens displaying an interest in public institutions from which they do not draw a salary. The volunteer aspect of lobbying is appealing. Legislators want the best for their constituents and ask, "What is your library doing for those people who vote and live in the area?"

In an era of declining tax support for some uses, some purposes receive more than ever. Why? Because a shifting of priorities may be taking place, and the service that prospers is the one that is able to prove need and value. Libraries enjoy an excellent reputation and a history of helping so they need not retreat from making known their needs.

Trustee-lobbyists need to be in touch with the Texas Library Association for word on what needs to be done in Texas and with the American Library Association for when and where to lobby at the national level. Trustees must insist that librarians provide them with up-to-date information, and the boards should discuss how to be effective in speaking for the basic need-money.

IS LOBBYING LEGAL?

Lobbying is the recognized and traditional right of every citizen to be heard. Lobbying is formalized by many organizations to include paid representation and highly complex campaigns. Trustees of libraries should regard lobbying as one of their skills to be practiced and perfected because lobbying is <u>how</u> opinions are delivered to the people who can make the decisions.

> Think of lobbying as an information process to realize that trustees do it every day. They lobby with their families about vacation destinations, when to buy a car and a choice of restaurants. They lobby in their business or professional worlds when discussing directions and marshalling facts. It's not hard to take the lobbyist role whenever libraries should be promoted.

HOW TO LOBBY?

. Know your library and its services. (You can't talk very long on a subject about which you know little so deepen your knowledge of the library.)

- Plan with the board for a persistent program of giving information in the community. Pick a task and work on it. (Perhaps it's as simple as having lunch with the newspaper editor or dropping flyers at the club.)

- Have an overall objective in mind, but lobby constantly so that supporters are out there when you need their help. (When you've done a good job of building understanding of the library, you can pick up a 'phone and ask for that vote or letter or contribution.)

- Get to know your representatives-state and national-on a first name basis. Become involved in politics to the extent you can, but become knowledgeable about what your district representatives are doing. Know their interests other than libraries so you can relate your concerns to theirs. (Elected officials working for changes in school laws should know the importance of all kinds of libraries in the educational process.)

- Make regular calls on elected officials and on those who make government work, including those in agencies related to government. Attend events at which these officials appear and let them know you are there. (Yes, buy tickets for benefits and make contributions to campaigns of your choice, but not from library funds!)

- Look around for the "comers" - tomorrow's candidates. Bring their information about libraries up-to-date. (Tip: invite these potential leaders to view library programs, meet the librarian and observe the action at the library.)

- Involve those in the political process in the library's events. Invite them to join the Friends, or deliver the Founder's Day address, or dedicate the history room or kick-off the new story hour series. (Busy legislators may not be able to accept every invitation, but they need to know what you are doing and will come when they can.)

- Visit the sessions of the legislature in Austin when possible and don't go alone. Take a carload and plan in advance to buy lunch or dinner for your representative(s). Tell them when you're coming. (Join in legislative days when planned by the Texas Library Association, but don't hesitate to make a quick visit when you can. Lobbying includes casual contacts that simply reinforce an interest.)

- Be a regular member of the audience at meetings of the city council or county commissioners. Few people take a continuing interest so you'll be noticed and your opinions respected. (Library boards that attend only a once-a-year budget meeting are often criticized for their lack of interest.)

. Discuss with the library board members positions on various legislative matters and try to agree on a plan of action to be a part of the support of certain bills. Assign board members to talk to legislators, to visit capitols when possible and to make reports on their contacts. Relay results to the Texas Library Association.

. Look at your local library problems with a question: does this problem need a legislative solution? Then suggest to the Texas Library Association that its committees think about what you need. The problem is probably common to other libraries, the solution one worth everyone's efforts. (You'll want, for example, to examine the new National Library Act now pending in Congress and make suggestions BEFORE it becomes a law.)

. Change your mind about lobbying. It's not a dirty world. It's a convenient label for the responsibility all Americans have to participate in the decisions of government, to represent their viewpoints and to work for support of their ideas and concerns.

> The trusteeship you accept includes the wider field of long-term advancement of the library as a service institution. A lot of people are depending on you to speak up for libraries.

SOME QUESTIONS ABOUT LOBBYING?

Q. Should the head librarian be involved in lobbying?

A. Yes, in one way or another. Sometimes the librarian is the leader, guiding the board and staff in their planning for lobbying. Sometimes the librarian is a backer with information and resources for the board's efforts. But in some way, the librarian should be in the business of providing information to the persons who can act for libraries.

Q. Should the staff be involved in lobbying?

A. As citizens and residents, staff members have the same rights to speak for library services as anyone. Many libraries organize staff, trustees, Friends and community in lobbying efforts. No staff members should be obligated to lobby, but they do it, know it or not, as they serve patrons and promote library services. When lobbying for a specific program becomes a priority of the board, staff should have a role.

Q. If I am active in one political party, can I be effective in lobbying with a legislator of another party?

A. Absolutely. Practicing politicians have a high regard for concerned citizens who take the time to become knowledgeable and to share their information. Politicians know the importance of citizens in politics. When your lobbying is factual and fundamental, it crosses political boundaries. Elected officials do listen. They want to please their constituents.

Q. I'm uncomfortable lobbying a politician. Is there some other form of lobbying I can do?

A. Of course! You can talk to your friends and ask them to talk to the elected officials they know. You can help to organize campaigns and identify the people who would be most effective in what you want to do. You can write letters and letters-to-the-editor. But lobbying gets easier as you try it.

Q. Our elected officials do not want the library board to become involved in politics. What's our next move?

A. PLAN. The board and librarian should discuss the reasons behind this feeling and identify those activities you can do to demonstrate responsible lobbying. Lobbying is not the same as party participation; perhaps that's where the objection lies? Show the officials that good lobbying is important by making group presentations to show your unity, concentrating on words like "facts," "public reaction," "surveys show" and "standards" in explaining your programs. (When many people are involved, they make an impression. Lobbying and information are intertwined.)

Q. What is the most effective form of lobbying for libraries?

A. That is for you to discover as you enter into the interesting area of influencing the decision-makers. Lobbying takes many forms, but a common quality is consistency. Keep at it, trying new techniques and involving new people. Your objective is to see that the library story is made known, that those who can help are informed and that the end product is excellent service to the community's people.

Q. What groups should be involved in our lobbying efforts?

A. All groups, but especially those with avowed interest in the progress of the total community. Some groups may not have realized the role filled by libraries in their efforts to build a quality life style. Once informed and involved, these groups will be responsive to the library's needs and willing to help in many ways. Cooperation with the active groups in your community can open up many avenues to reaching the total community as well as the elected officials.

A SECRET ABOUT LOBBYING: It's an extension of your public relations program, another way to stress the importance of libraries and a fine way to use the help of interested people and groups.

VOLUNTEERS

American libraries have a great history of involving volunteers. Most public libraries were formed as a result of volunteer interest and action. And many libraries continue to benefit from the hours and talent volunteers contribute to keeping the library open and known.

Trustees are volunteers giving time and drive and often their own funds to the library.

Volunteers at other levels can be important cogs in the structure of the library, providing their roles are defined, their efforts disciplined and their work rewarded.

Volunteer roles are many and should be carefully developed by the librarian, staff and board. A well-managed library must have professionally qualified persons; volunteers cannot take the place of a full-time staff.

But volunteers can fill many gaps. They can, for example

- serve as greeters and assist patrons to go to the proper place or person. The friendly greeter is a great help in making the library a welcoming place.
- do routine but vital jobs such as shelving books, straightening card catalogs, filing materials in the vertical files.
- prepare exhibits in the library and for off-site locations such as store windows, schools and special events in the community.
- call patrons to inform them that requested materials are now available.
- if qualified, prepare news releases and announcements to be used in church bulletins and organization newsletters. Volunteers can call on newspaper editors and radio and TV stations and conduct interviews about media requirements.
- prepare and present programs at the library. Many volunteers are excellent and dependable story hour presenters. Others know who in town is willing to give a lecture or present a demonstration or show slides or films.
- prepare and present programs about the library to groups in the community. Working with staff, volunteers can develop excellent programs, and they know who wants to see them too.
- keep up with deposit libraries in nursing homes and other sites. Deliver and pick up books and talk to patrons in institutions or in their homes.

- gather advisory groups to talk with librarians about special collections. Many librarians want the help and insights of, for example, local artists or teachers in building a section of the library's collection.

- use the telephone in planned messages to groups and individuals. Volunteers can call to remind Friends of a program or individuals that a book or film related to their interests is available. The telephone is an information tool for volunteers to recruit attendance for programs.

- participate in planning for the library's events of size, such as art fairs and history days and the annual orientation for teachers. Volunteers like to greet and meet, pour the tea, refill cookie trays. Program planners know that success of an event is linked to the ambience of the affair. Let volunteers add their touches!

- stand by for absent staff in areas for which the volunteers are qualified. They know what to do at the circulation desk and how to answer the telephone. Trained volunteers can type letters and notices, and many a library has its bookkeeping done by skilled volunteers.

- work a day so that a staff member can attend a training session or conference. Advance training can be offered and remaining staff shifted so that the volunteer can function for a short period in place of a librarian or para-professional.

- undertake special projects for which the staff does not have time, such as oral history, clipping files, developing mailing lists, showing films and planning film series and arranging for discussion groups.

Libraries which use volunteers must make plans for doing so. It's not productive to welcome help and then waste it because there's no job to do or the involvement is uninteresting.

TO ORGANIZE VOLUNTEERS . . .

- List specifically the jobs volunteers are to do, together with the probable time commitment and the best hours and days.

- Interview each volunteer to fit that person into the best job. Explore the volunteer's potential for an ongoing job, such as writing radio spots, which can be done with relatively little supervision and offers the opportunity to use initiative.

- Develop means of recruiting volunteers that will bring in new blood and make clear that volunteering at the library is not an elite activity. Some volunteer programs limp along because too many people do not know they are welcome.

- Develop job descriptions for each task and make clear to whom to report, the training needed and proper procedures on the job. Volunteers should have rules to guide them and a training session that covers all the hazards before it becomes necessary to be critical. Volunteers should understand that they are adjunct personnel expected to behave in a professional manner, which includes sticking to the job description, following library rules, holding criticism for the ear of the proper person and NOT interfering with staff members in their jobs.

- Be prepared to "fire" a volunteer who does not perform well, who is unreliable or disruptive. Never let volunteers "run" professional staff.

- Reward the efforts of volunteers by daily treatment that thanks them for their help and specific recognition of consistent service. Give certificates or pins for hours served. Hold a recognition event for all volunteers. Give them publicity with press, radio and TV coverage. Urge them to attend board meetings so that trustees can give accolades too.

- Generally, have one staff member (or perhaps a volunteer coordinator who is a volunteer) in charge of the program so that it is monitored and evaulated.

- Cover expenses for the volunteers by policy. If the job involves transportation beyond getting to and from the library, pay mileage. Control expenses but don't expect volunteers to pay for postage on the mail they drop at the post office or gas for replenishing off-site book collections.

If the staff resists volunteers, or if there are problems in working together, determine why and redesign the program if necessary. The staff should not have more work to do as a result of a volunteer program.

FRIENDS OF LIBRARIES

A notable group of volunteers is the Friends, the usual title for persons who organize to support the library. While there is a national Friends group, it is organized primarily to encourage the formation of local groups and to assist Friends to develop their programs and techniques. The usual Friends group organizes around a particular library and works to make that library as effective as possible.

What do Friends do? Whatever the group sees as best for the library.

Friends may

. raise funds for operations and extras, for buildings and programs.

. provide for and fund special programs such as film festivals and art shows or participation in a parade.

. organize volunteer services for the library.

. solicit gifts, endowments and memorials.

. work for good public relations for the library through contacts with groups and individuals.

. stay in close contact with the business community on behalf of the library.

. assist in lobbying efforts at state, national and local levels.

Because Friends are more formally organized than volunteers, the group usually has bylaws, regular meetings and officers and committees. Friends normally seek members who pay dues and come from the broad community. For these members, there are programs as well as opportunities to work on projects.

In most states, Friends organize under laws which allow the group to raise and spend money and to qualify as tax exempt in the process. A new group should consult an attorney for the proper organization form.

Friends are supplementary to the work of the board of trustees and should be welcomed, even consulted, but not permitted to usurp the function of the trustees. When Friends groups fail, it is often because they tried to run the library rather than serve it. The trustees have the legal responsibilities and the librarian the management assignment. Friends must take care to understand the support role.

The Friends of Texas Libraries is an affiliate of the Texas Library Association. Friends of Libraries, USA, is at 50 E. Huron Street, Chicago, IL 60611.

ISSUES OF IMPORT TO TRUSTEES

Working for libraries is much more than promoting the local library. It's being assured that the library is the best it can be in a setting of many libraries serving people in different places throughout Texas.

The vital trustee accepts responsibility for thinking through a good many difficult issues affecting libraries. Trustee opinions and actions have a great influence on the kinds of issues and topics identified here.

INTELLECTUAL FREEDOM

Libraries are exciting and serviceable because they offer many resources and much information on a variety of topics and to a variety of people.

In the process of acquiring and offering materials, libraries may encounter criticism, often in the form of a demand for censorship.

Censorship arises out of personal opinions and convictions, and these opinions come from the life experiences and ambitions of individuals. It is precisely the differences among and between people as individuals and groups that enliven this country and make it the finest expression of a regard for individual needs and thoughts. The freedom built into the Constitution of the United States enriches the lives of those fortunate to be residents. Freedom of expression tolerates and encourages a wide range of opinions, thought and controversy.

Trustees have a mission to protect the right of all persons to have access to materials they want and need and to help build a library which answers to community needs and interests. It is inevitable that differences will arise over public purchase of certain books or films or art. When the library's ownership of materials is challenged, it is called censorship because critics may wish to remove the material or prevent ownership and use of materials to which objection is made.

<u>What is the role of the trustee in this clash of opinions</u>?

Trustees start with a conviction that the library, which cannot own everything, should try to offer a spectrum of opinion. A firm selection policy should be a part of the library's manual and serves as a base for purchases made by the librarian.

Trustees should know the process by which librarians acquire materials.

- The librarian is trained by education and experience to be sensitive to what the public needs and wants and to try to satisfy through materials in many forms.

- The librarian and staff have access to information about current materials through reviewing publications which recommend books and other forms. These sources suggest that a certain book is recommended for a children's section or for a special collection, etc. Not every publication on the market is needed in a public library, depending on size and access to less-used material on interlibrary loan.

- The librarian and staff often consult with residents to learn about needs and expectations. Many communities have a large number of library patrons who want the latest best sellers. There is always an eager group waiting for new mysteries and westerns and science fiction. Children and young people read avidly on subjects they talk about in school. Others devour non-fiction. Satisfying all these needs is the librarian's job, and it's not easy on a budget. Much skill and experience go into ordering for the library, serving all groups and providing the current information so vital to living in today's fast-paced world. Is it strange then, that patrons do not agree with everything found in a library?

- The librarian, staff and board should be satisfied that the selection policy is producing a useful library. This is achieved by weighing reports from the librarian on what is being purchased and what is being borrowed. Trustees may, of course, suggest what they would like to see made available, but they do not choose the materials.

- Each library should have a firm policy on handling complaints. When a patron is critical of a book, that patron should have an opportunity to explain the opposition to the librarian with the further opportunity to enter a formal complaint in writing. Forms of complaints are many, and a simple sample is included in the appendix to this manual.

- Prepared trustees do not panic when there is a complaint about materials purchased by the library. They will have discussed their commitment to intellectual freedom, the proper avenues for complaints and their approach to the problem.

- In standing up for diversity of opinions, trustees will find allies in the newspapers with their commitment to freedom of the press and in other media recognizing the importance of maintaining the freedom to read and the right to know.

These principles are accepted by libraries of all types and are in these documents, which are usually adopted as policy by library boards.

THE FREEDOM TO READ

(A joint statement by the American Library Association and the Association of American Publishers, originally issued in 1953. A full text amplifying the base statements listed here may be obtained from the Texas State Library or the American Library Association. "Books" as used in this statement includes all kinds of materials acquired for library use.)

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

2. Publishers, librarians and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.

3. It is contrary to the public interest for publishers to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

THE LIBRARY BILL OF RIGHTS

(Adopted by the American Library Association Council, January, 1980.)

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgement of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

FREEDOM TO VIEW

(Drafted by the Educational Film Library Association Freedom to View Committee and adopted by the EFLA Board in February, 1979.)

THE FREEDOM TO VIEW, along with the freedom to speak, to hear and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore, we affirm these principles:

1. It is in the public interest to provide the broadest possible access to films and other audiovisual materials because they have proven to be among the most effective means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.

2. It is in the public interest to provide for our audiences films and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.

3. It is our professional responsibility to resist the constraint of labeling or prejudging a film on the basis of the moral, religious or political beliefs of the producer or filmmaker or on the basis of controversial content.

4. It is our professional responsibility to contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

CONFIDENTIALITY OF LIBRARY RECORDS

(A recommendation from the American Library Association)

The American Library Association strongly recommends that the responsible officers of each library in the United States

1. formally adopt a policy which specifically recognizes the circulation records and other records identifying the names of library users with specific materials to be confidential.

2. advise all librarians and library employees that such records shall not be made available to any agency of state, federal or local government except pursuant to such process, order or subpoena as may be authorized under the authority of, and pursuant to, federal, state or local laws relating to civil, criminal or administrative discovery procedures or legislative investigatory power.

3. resist the issuance or enforcement of any such process, order or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.

THE TRUSTEE AND THE LIBRARIAN

Trustees serving on advisory boards sometimes feel that the selection of a head librarian is not a part of any responsibility assigned to them. Yet municipal managers and members of the elective units legally responsible for the library may complain that trustee boards dodge giving help only they can supply in the hiring process.

Trustees should insist that they be involved in finding the best possible librarian for the job since this is the most important decision affecting the library. They should work out with the appropriate governmental unit how the advice of trustees can be used in making the decision on a new head librarian.

For example, trustees should develop and supply to the hiring official an honest and complete job description. Many managers know only that the librarian should be professionally qualified and do not know the specific needs of the library at a particular point in time. Trustees can analyze the library's needs in order to describe the kind of librarian most needed.

Trustees should be honest about any problems which affect the hiring of a librarian. Is the library healthy financially? Are there building plans in the near future? Is there a plan for specific progress and programs which the librarian will be expected to administer? What is the extended job of the librarian: experience in building, creation and operation of a new young adult department, administration of a volunteer program or obligatory work with community groups?

It is definitely desirable that the trustee board have a role in the hiring process since it will work most closely with the person hired. The librarian needs to relate to the board as well as to the governmental unit and may be puzzled about the exact job if hiring has been done without the input and contribution of the board.

TO FIND THE BEST LIBRARIAN . . .

- develop a realistic job description that considers specific needs for the moment as well as general ability for the long haul.
- work with the appropriate board or person to recruit candidates, to screen and interview them and to participate in the final hiring decision.

If the person or persons legally endowed with the right to hire resist board participation, point out that the board is indeed advisory and that this is the most important decision. Stress that the board is up-to-date on problems and prepared to work with the librarian for the most successful solutions. Show that the board's involvement will provide the best basis for a good working relationship with the person chosen.

Show knowledge of what needs to be done and how the board can assist. Accept whatever structure exists for manager-librarian relationships but stress the helpfulness of the board in acquiring the best possible librarian.

- recruit widely. Librarians watch for notices in the library press, through colleges and universities with library science departments, at ALA and state library conferences, via hot lines run by state library associations and through state library agencies. The Texas State Library's Jobline (512-475-0408) is a 24-hour service listing library employment opportunities.

- If you are setting up the interview process, select several candidates to be interviewed in person and ask the same questions of each. Match their responses against your needs. Be honest about the working conditions. Provide each candidate with your plan for the library, budget figures, staffing plan and other documents which will help any candidate to determine further interest in you.

- insist on professionalism but not on more experience than is really needed. Many boards look for unrealistic experience records for the available salary and miss the beginners, those younger or newer librarians who would enjoy the opportunity you offer and work hard to make a record. Yes, they will move on, but you will have had their enthusiastic services.

- When hiring, talk about the new person's expectations for the job. Decide on a time period after which there will be an evaluation. Let the librarian set some goals and objectives for his or her performance and use these for evaluation.

- introduce the librarian in the community. Provide information on the staff, the community, the Friends. See that there are opportunities for various groups to meet the librarian.

- Too many good librarians are lost too soon when the hiring process is not designed to find the best person, clarify the job, provide the cushion of a few months and build in help from the board. When the hiring process is good, firing is much less likely.

- The librarian needs a helping hand, encouragement and a non-critical period in which to adjust.

FINANCING PUBLIC LIBRARIES

Financing is a major issue as all publicly supported agencies grapple for a reduced supply of money.

Libraries may be especially affected by cutbacks because they depend so heavily on direct taxes.

Trustees have a number of responsibilities related to finding funds for adequate library services.

- Planning: A library without a plan is drifing and not an attractive candidate for better funding. When a practical plan exists, selling budgets is much easier, and the public can understand and visualize what it is buying.

- Creating: Trustees should think ahead about funding and take steps to find supplemental funding if needed. There are creative ways to give better support to libraries: Friends fund raising, community campaigns, gifts and legacies, grants, humanities and arts projects, contributions to special projects such as paving a parking lot or repainting the children's room and use of volunteers.

- Selling: Trustees can speak up loudly and with confidence for adequate funds because they are representing the community. They need the extra ammunition which comes from good public relations and community outreach and working with the people who lead public opinion. Extending influence by excellent library service and attention to community needs bolsters the trustees' job of protecting and expanding budgets.

- Reporting: Trustees, already involved in public relations, need to share with the community the needs for funds, the uses, the problems and, especially, the reputation of the library for not wasting a penny. Many citizens feel that all government is wasteful, yet it's easy to prove that all money provided to libraries is used for service to the people. The library is one of the few public institutions providing services for all ages and at defendable costs.

- Evaluating: Trustees should be the first to evaluate library services, making recommendations for those services to be continued and those to be downplayed. Acceptance of a conventional and traditional library is high, but libraries which fail to change and grow are not going to build adherents. Trustees can help make the decisions which stamp the library as valued, used and essential.

. Budgeting: Trustees must not dodge the budgeting process even if the librarian does a splendid job. If changes are to be made, the budget must adjust and reflect. Trustees seeing a need for change must be ahead of the staff. They may be able to recommend the difficult decisions out of their community experience. They may be less likely to defend what has always been done, more likely to take a chance on new directions.

THE PLANNING FUNCTION

Planning, like lobbying, has mixed meanings. Boards know that they plan with every recommendation or decision. But too few boards have developed precise plans on which they can base decisions and measure success.

The major purpose in having a board is to gather the knowledge and aspirations of the community into development of the library. Planning thus starts with knowledge of the community. Each community is indeed unique, sharing some problems with many other communities but having needs of its own. It is these needs which shape the goals and objectives on which planning is based.

GOAL SETTING is the job of many people: librarian and staff, trustees, organizations, users. Beginning the planning process should mean consulting the community in some way.

What does a community need? Ask it!

Making a list of what you want to know is the starting point.

Volunteers or Friends can help conduct a survey. Planning the questions can involve a local college's research staff.

Trustees can pool their knowledge and then reach out. Organizations can be invited to send representatives to a meeting at which future library needs will be discussed. Media can provide a place for comment from the public. Small sessions in the library can be directed to the community's special groups: business, recreation, education, governmental units, women, social services, seniors, teens, many others.

Demographic information can be obtained from the Census Bureau, business, colleges and state resources.

GOALS are general statements of intent. In this case, they should state what the library wants to be and wants to do in general terms. For example, a goal might be "to increase access to information by building an adequate facility."

OBJECTIVES then carry out the steps and the time table toward reaching goals. Objectives can be achieved and measured. If, for example, an objective is to study the need for a new building and develop a basic needs statement in one year, it can be measured by product and time.

Objectives need to be analyzed for impact. If a building plan is being developed, funds will be needed to have a building consultant or provide the librarian with time and help to do the job. If a building is on the horizon, budgets for several years need to be adjusted and financing planned for construction and later staff and maintenance and materials to fill the facility.

The advantage of planning is that contingencies can be anticipated. Planning on paper alerts all concerned to the stages needed. Planning establishes priorities and changes directions. It is an essential function of any library board and one well-suited to the talents and interests of trustees.

POLICIES

Advisory boards are identified as having a role in the making of policy. What this means is that the trustee board can pretty much decide how much it wishes to be involved in policy.

This manual is based on the premise that boards should be very involved in making confirming policy, drawing on many sources in the development of policy statements.

Decisions meant to be followed should be put in writing and housed in a policy manual. Policy implies adherence and should be written clearly, tested against opinions of the persons affected and then reviewed periodically and regularly for continued relevance.

A trustee board new at policy making might start with its own policies, a board manual. It is helpful to think out the board procedures and functions and write them in policy form. A board might start with its operations, the way it determines meetings, sets an agenda, conducts a meeting, listens to the public, deals with the librarian and sets its own goals and objectives.

A board policy manual might contain:

1. Constitution and bylaws (See suggested bylaws in appendix.)

2. Board procedures not in the constitution and bylaws:

   - Who provides the agenda and when
   - Format for the minutes
   - Duties of the officers not described in the constitution
   - Structure of committees
   - Relationship to the librarian and expectations such as regular reports and financial records
   - Trustee expenses

3. A statement of the role of the board and its responsibilities and general authority.

4. Provision for repeating functions: budget process, dates for review of planning, schedule for submission of documents, etc.

5. Reference materials, such as comparative budgets, annual reports, the library's plan and current minutes.

In building a reference manual for use of trustees, it is well to develop an index, especially of policy decisions in past minutes. Identifying policy decisions as they occur and transferring them to the trustee manual will be helpful.

All trustees should collect what is useful to them in fulfilling their function, and the librarian should provide an area on the library's shelves to house reading and information for the trustees.

OPEN MEETINGS

Trustees often complain that the public takes little interest in the meetings of the boards. Many trustees make a special effort to invite attendance and welcome comment from the audience at an appropriate time on the agenda, and this attitude builds interest and attendance.

Texas law prohibits governmental bodies from holding meetings which are closed to the public. A 1974 opinion by the Attorney General (H-467) holds that, "A city's library board which acts solely in an advisory capacity and has no rule-making or quasi-judicial power is not required to comply with the mandate of the Open Meeting Act regarding public notice and open meetings."

However, some charters require open meetings, and most library boards feel that the deliberations are sufficiently important to the community to follow the spirit of holding open meetings.

LIBRARY TRUSTEES AND PUBLIC RELATIONS

A quick review of topics in this manual to this point will reveal that public relations, relating to the public, is a major function of the advisory board.

It is public relations when an advisory board organizes and disciplines itself to be productive and effective, to link its members to the community, to relate to the fund allocating body, to demand that it be fully informed so that it can inform the community, to hold excellent meetings at which important decisions are discussed and to lobby.

In the pages about lobbying, a trustee will find good directions for being a public relations expert, for giving of information is the crux of lobbying and of public relations.

Trustees need to shake the feeling that public relations is inches in the paper and minutes on the visual media. Public relations is the conscious process of relating to the community the benefits and services of the library.

While the library staff and a volunteer may issue news releases, they also relate to the public as they work at their jobs. Public relations is a staff member taking time to give extra help, a reference librarian finally finding an obscure fact, a library volunteer arriving with books for the homebound patron, the package in the mail, the letter of thanks for helping at the art show, the Friends' announcement of a film series....

What trustees sometimes forget about public relations is to "do" it with a plan. About every six months, the board should examine its activities and decide on specific targets for its public relations: businessmen, selected individuals, organizations, a local events committee getting ready for the tourist trade, school librarians, children, young adults.... The list is longer, but making it is a beginning, for all groups and individuals must be reached somehow if libraries are to enjoy full support from the public.

> The objective of public relations is public awareness. The product of public awareness is public support. Public support means adequate funds and enthusiastic use.

As a minimum, trustees should have a public relations plan for themselves and the library which includes

- written objectives and goals directed to the purpose of the public relations activities.
- anticipation of activities, such as events, publicity, advertising, which contribute to the plan, with assignment of personnel to do the job.

- money allocated for those activities requiring funding, or a listing of ways to do the job without funds or to raise money.

- definition of the target audience, so plans can be made to do those things which will best reach the desired group.

- a way to evaluate the program and single out its best bets for future use.

Trustees are reminded that there are in most communities persons who have public relations or marketing experience and may be willing to consult with the board and the staff about the best ways to sell the library.

In the long run, and even the short term, it is the trustees who set the tone and style of the public relations activities. They can improve their visibility, widen their contacts, pursue every opportunity to talk knowledgeably about the library. As advisors to the library, trustees need to show the staff that the library counts and can be made more important in the community by a conscious effort to spread information and create a favorable impression of the services and service attitude of the library and all the people attached to it.

TRUSTEES AND THE WHITE HOUSE CONFERENCE

In 1979, years of promotion resulted in a White House Conference on Library and Information Services. The national conference was preceded by state and territorial pre-conferences from which came resolutions and recommendations and the naming of delegates from each state.

Following the national conference, delegates went back to their states with information and resolutions, and a White House Conference Implementation Task Force of two delegates from each state and territory was created.

The results of the conference have included action in state legislatures to carry out recommendations from the state conferences, a spin-off of resolutions to agencies of government best able to handle them and plans in the states and at the national level to promote the conclusions of the White House Conference.

In Texas, the state library agency and the Texas Library Association have been active in moving to implement the suggestions made by Texas delegates at the state conference and by the national delegates to the White House Conference.

The number one resolution in Texas was for support for the statewide library development program through the combined efforts of the citizens of Texas, the Texas State Library and the Texas Library Association. The White House Conference delegates formed Texans for Libraries. The president of Texans for Libraries represents the organization on a newly formed citizens group, Books for Texans. Both organizations worked actively with the Texas Library Association and Friends of Texas Libraries to support increased state funding. The library community saw a $2 million increase in the state library budget for library development for fiscal year 1982.

School libraries also received support from the Texas conference delegates. Their resolution proposed that the State Board of Education develop and adopt state standards for school learning resources programs. In March, 1980, standards were adopted and become effective September 1, 1985.

A third resolution which has been implemented called for reimbursement to independent colleges and universities for services rendered to the public. On September 1, 1981, independent colleges and universities began receiving public funds for services provided by the interlibrary loan program, the Texas State Library Network.

Other resolutions are in the process of further study and implementation planning. A list of resolutions is available from the Texas State Library.

Perhaps the most important thrust of the White House Conference was the emphasis on involving citizens in support of libraries. All participants felt that "grass roots" support was essential if libraries are to meet current needs and future problems.

This recommendation is a "natural: for trustees, who come from the public and stay in touch with the local trends and interests. If the White House Conference process is to be judged a success, it will be in the follow-up and especially in the heightened awareness and participation of community persons.

TRUSTEES AND ASSOCIATION MEMBERSHIPS

Library associations at Texas, regional and national levels are designed to share the problems and progress of all types of libraries and to offer members opportunities for continuing education and for frequent exchange of ideas as well as concerted efforts in legislation.

Trustees are welcomed in these associations, and it is legal and proper for their expenses of attendance to be covered as budgeted items in the library's budget.

But even without financial support for their association involvement, trustees make an excellent investment of time and money when they chose to participate. The cross-currents, the up-to-date programs, the specific training opportunities and the occasions for informal and informative conversations are returns from the investment. Trustees should work for greater involvement in the affairs of the associations so that their particular public perspective becomes a resource for the library groups.

Texas Regional Library Systems and Texas Library Association Districts

District Number	System
01	Big Country Library System (BCLS)
02	Texas Panhandle Library System (TPLS)
03	Central Texas Library System (CTLS)
04	South Texas Library System (STLS)
05	Northeast Texas Library System (NETLS)
06	Texas Trans-Pecos Library System (TTPLS)
07	North Texas Library System (NTLS)
08	Houston Area Library System (HALS)
09	West Texas Library System (WTLS)
10	San Antonio Major Resource System (SAMRS)

COOPERATION

Libraries have always been in a leadership position in sharing resources, starting with the simple borrowing from one another of materials not available in a given library. Patrons learned that the books available to them could come from interlibrary loan.

Now tight budgets, demand for materials and patron expectations make cooperative services a necessity. The Texas Library System, funded by state and federal funds, exists to make sharing easy and cost-effective.

Large city libraries in Texas serve as the major resource centers in each of 10 regional library systems. The system office is housed at the major library with a staff of consultants and an administrator. Member libraries are eligible to share services, and non-member libraries usually receive consulting services and assistance in meeting membership requirements.

The Texas Library Systems Act defines a state library system as "a network of library systems, interrelated by contract, for the purpose of organizing library resources and services for research, information and recreation to improve statewide library services and to serve collectively the entire population of the state." The act creates an Advisory Board of five librarians, meeting at least once a year, and charges the state librarian to submit an annual plan for the development of the systems. Final approval is up to the Texas State Library and Archives Commission.

Membership in the system is dependent on accreditation of the library by the Commission on the basis of standards established by the Commission.

The Texas law permits the governing body of a major resource center and the Texas State Library and Archives Commission to enter into contracts and agreements with the governing bodies of other libraries, including but not limited to other public libraries, school libraries and special libraries.

One of the major concerns of the library community is multi-library cooperation. In 1980, the State Library Commission appointed a Library Systems Act Study Committee. The Commission charged the committee to review the act and recommend changes to the Commission. The study committee conducted a telephone survey, reviewed data from that survey, and conducted an open forum at the 1982 Texas Library Association annual meeting. A report will be submitted to the Commission and library community in the fall of 1982.

THE TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

The Texas State Library and Archives Commission is the governing body of the Texas State Library. There are six members serving staggered terms. In addition to the general responsibilities of making policy for the agency and appointing a director and librarian, the Commission approves rules and regulations for administering the Library Systems Act, the Regional Historical Resources Depository Act and the Texas State Documents Depository Act.

The Texas State Library has an Archives Division; a Division for the Blind and Physically Handicapped; an Information Services Division (providing reference and research services to state agencies with other functions including processing of materials used in the State Library); the Library Development Division; the Records Management Division and the Regional Historical Resource Depository and Local Records Division.

Of most interest to public libraries is the LIBRARY DEVELOPMENT DIVISION, which sponsors continuing education workshops; consults with trustees and librarians; maintains a professional library collection for librarians and interested citizens; contracts with the Major Resource Centers to operate the interlibrary loan system; gives grants to establish or federate public libraries, to improve library service for the disadvantaged and institutionalized persons, to encourage cooperation among and between libraries and to operate the 10 public library systems.

In each major resource system formed by cooperating libraries, there is an Advisory Council composed of six lay members representing the member libraries. These trustees are elected by representatives from the member libraries. Specific functions of the Advisory Council are to recommend policies appropriate to the services needed, evaluate services received, counsel with administrative personnel, recommend functions and limitations of contracts between cooperating agencies. These powers do not diminish the functions of local library boards.

> SYSTEM TRUSTEES have a specific responsibility to represent the local libraries who are system members. They should be sensitive to the need to know about the member libraries: what services are most needed, how services are received and effectiveness of services. System trustees are like those of a local library except that they must broaden their knowledge and vision to help make the best of cooperation.

TYPICAL SYSTEM SERVICES

Continuing education opportunities for librarians and trustees

Consultation on creating, operating, expanding and improving libraries

Special consultation services: children's programs, young adult needs, planning, building, public relations

Film, film strip, tape cassette and video lending

Books-by-mail to the isolated and the homebound

Collection development and rotating collections

Reference backup

Automation of library services

Reciprocal borrowing program (two systems)

Public relations programs

Art reproductions program (one system)

Interlibrary loan

THE TEXAS STATE LIBRARY COMMUNICATIONS NETWORK (TSLCN)

The Texas State Library Communications Network, a part of the Library Development Division of the Texas State Library, is an interlibrary loan and reference referral service for public, academic and special libraries in Texas.

The service is based on the premises that lending among libraries for the use of individuals in the state should be encouraged and that interlibrary borrowing should not be used as a substitute for the development of an adequate collection to meet the needs of the library's service area or client group. Existence of this service does enable libraries to provide deeper service than would be possible alone even from adequate collections.

Loan requests originate with a collect call to the interlibrary loan referral center at the Major Resource Center in a library's area. Costs of the service are underwritten by state and federal funds, and there are no charges to the library for calling the center, postage on incoming materials or photocopying in most cases. The library is expected to pay for postage to return materials to the lending library, insurance if required by the lending library and photocopying when done by most out-of-state libraries. Libraries may charge the latter costs to their patrons.

Where a lending library charges a fee, the prospective borrower will be notified in advance so that he or she may elect not to receive the material. Normally, the network avoids borrowing from fee-charging libraries.

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A SELECTIVE GLOSSARY OF LIBRARY-RELATED TERMS

Academic Libraries - Libraries in two- or four-year colleges or universities which serve the students and faculties of their institutions.

ALA - American Library Association

AMIGOS - The AMIGOS Bibliographic Council is an agency which promotes library cooperation and resource sharing in the Southwest. Its primary mission is to enable libraries in Texas, Arkansas, Oklahoma, Kansas, New Mexico, Louisiana and Arizona to use the OCLS shared cataloging data base.

Area Library - A medium-sized public library in Texas serving a population of 25,000 or more which has been designated as an area library and is a member of a major resource system of public libraries.

Audiovisual Materials - Nonbook materials such as tapes, slides, filmstrips, recordings and motion pictures.

Bibliographic Instruction - Programs of library instruction designed to help library users to improve their skills in using library resources. Their objective is to help users take maximum advantage of library resources to meet their information needs.

Bibliography - Primarily used to describe a listing of sources of information on a given subject or of works by a given author.

Card Catalog - A listing of a library's holdings or collection on 3x5 inch cards.

Categorical Aid - A transfer payment from one level of government to another for a specifically designated purpose.

Cathode Ray Tube (CRT) - An electronic vacuum tube (for example, a picture tube in a TV set) upon which information is displayed. Often used as the "output" device in a computer terminal.

CATV - Cable television, originally called Community Antenna Television.

COM - See Computer Output Microform.

Community Library - A small public library in Texas serving a population of fewer than 25,000 persons which is a member of a major resource system of public libraries.

Computer - An electronic machine capable of processing numbers and letters of the alphabet for many purposes.

Computer Output Microform (COM) Catalog - A listing of the holdings of a library produced by transferring data directly from the computer onto microform by means of a special high-speed character generator. A microform reader would be used to magnify the image so that the catalog can be read.

Computer Terminal - The point at which data can either be entered into or extracted from a computer system. Many terminals use a typewriter-like keyboard to enter data and a cathode ray tube to display the data.

Consortium - See Network

Copyright - The right granted by a government to an author, composer or artist to control the publication, sale and reproduction of the work. The U.S. Copyright Law was significantly revised as of January 1, 1978, with potentially far-reaching consequencies for copyright holders, librarians and library users.

Council of Research and Academic Libraries (CORAL) - A consortium of academic, public and special libraries in the San Antonio area.

CRT - See Cathode Ray Tube

Data Base - A systematically organized collection of information. Most often refers to data stored in a computer system to be extracted electronically.

Dewey Decimal Classification - A system for classifying and shelving books utilizing an hierarchical scheme which has 10 major divisions, from 000 (General Works) through 900 (History). Each of the 10 divisions contains 10 subdivisions.

Education Service Center (ESC) - One of 20 regional centers in Texas established to provide services which the smaller independent school districts could not individually afford. One of the services provided is a 16mm film library.

County Librarian's Certificate - To be eligible for system accreditation, the county or municipal librarian must receive a County Librarian's Certificate from the Texas State Library and Archives Commission when the library receives county funds.

Elementary and Secondary Education Act (ESEA) - Federal legislation passed in 1965 which provides for the purchase of school library resources, textbooks and other instructional materials for the use of students and teachers in public and private elementary, junior high and high schools, plus assistance in establishing supplementary education centers, developing model school programs, etc.

ESC - See Education Service Center

ESEA - See Elementary and Secondary Education Act

Facsimile Transmission - The process of sending printed matter from one point to another by electronic means such as telephone and radio. The image is scanned at the transmitting point, converted into electronic impulses and is reconverted into an exact duplicate by the receiving unit.

Information - The total of recorded human experience, plus the unrecorded experience which is available only from human resources, to which librarians and library users may refer.

Information Science - The study of how man creates, uses and communicates information in all forms.

Institutional Libraries - Libraries located in a prison, hospital, nursing home or other similar residential facility.

Interlibrary Loans - Loans of material between independent libraries.

Learning Resource Center (LRC) - See Library

LC - See Library of Congress

Library - A place where information of all kinds is stored, systematically organized and made available for use. A library may also be called an Information Center, Media Center, Learning Resource Center or Instructional Materials Center.

Library of Congress (LC) - Established as the research library for Congress, it acts as the National Library with more than 17 million books, manuscripts, maps, etc.

Library of Congress (LC) Classification - A system developed by the Library of Congress for classifying and shelving library materials.

Library System - Two or more public libraries cooperating in a system approved by the Texas State Library and Archives Commission to improve library service and to make resources accessible to all residents served by the member libraries.

Library Services and Construction Act (LSCA) - Federal legislation passed in 1965 and amended in 1977 providing funds for public library development. Under the various titles of the act, funds have been made available for construction of facilities, interlibrary cooperative efforts and other library development activities.

Library Systems Act (LSA) - Texas legislation passed in 1969 providing for the establishment, operation and financing of a state library system consisting of interrelated cooperating library systems designed to provide adequate library facilities and services to the public.

LSA - See Library Systems Act

LSCA - See Library Services and Construction Act

Machine Readable Cataloging (MARC) - Developed at the Library of Congress as a standard bibliographic format for the exchange of machine readable bibliographic information.

Major Resource Center - A public library in Texas serving 200,000 or more people in an area of 4,000 or more square miles and designated as the headquarters library for a major resource system for resource sharing and other services.

Major Resource System - A network of area and community libraries joined cooperatively to a major resource center library and established by the Library Systems Act.

Microforms - A term which includes microfilm, microfiche and micro-opaques, all forms on film. Microforms greatly reduce the space required to store graphics and printed matter. Special equipment is usually required to read microforms.

MRC - See Major Resource Center

National Commission on Libraries and Information Science (NCLIS) - Established by Congress in 1970 to advise the President and the Congress on fulfilling the national policy for developing plans in meeting national library and information needs and on coordinating activities at the federal, state and local levels.

NCLIS - See National Commission on Libraries and Information Science

Network - A group of libraries joined together to pursue common goals, called a network, consortium or system.

OCLC, Inc. (formerly Ohio College Library Center) - A network of more than 1,600 libraries using an on-line bibliographic data base sharing some 4,000,000 catalog records.

On Line System - Connection of a distant user terminal to a central computer through a continuing communication hook-up.

Outreach - Any library activity which seeks to reach new library users.

PLA - Public Library Association

Public Libraries - Libraries which are non-profit institutions maintained for public use and supported in whole or part by local taxes.

Reciprocal Borrowing - The extension of lending privileges to citizens of other communities with public libraries.

School Libraries - Libraries which are a part of a school system and contain materials for use by students and teachers.

Shared Cataloging - Any organized effort to share the cost and the benefits of providing bibliographic descriptions of commonly held collection items. Now usually refers to automated cataloging systems such OCLC.

SLA - Special Libraries Association

Special Libraries - Libraries which are privately or publicly supported information centers in business, industries, government agencies, institutions of higher education, research organizations, museums, etc.

SWLA - Southwestern Library Association

TAET - Texas Association of Educational Technology

TEA - Texas Education Agency

Telecommunication - The transmission of information between distant locations by use of electrical or electromagnetic systems such as telephone, telegraph and microwave.

Texas State Library Communications Network (TSLCN) - The statewide interlibrary lending network financed by state and federal funds and available to all public libraries in Texas which are members of the State Library System. Effective September 1, 1978, two-year college and special libraries became eligible for membership in the network.

TLA - Texas Library Association

TSL - Texas State Library

TSLCN - See Texas State Library Communications Network

TSTA - Texas State Teachers Association

Union Catalog - A listing of the materials owned by a group of libraries, those in cooperative relationship. Designed to locate materials easily.

Taken from material prepared for the Texas Conference on Library and Information Services, 1978.

Appendix B

SUGGESTIONS FOR THE ORGANIZATION OF LIBRARY BOARDS: A CHECK LIST

These suggestions are broad in scope and must be adapted by each library board to conform to the requirements of the local governing body.

WHY LIBRARY BOARDS?

. To advise and counsel the librarian
. To support library budget, policies and plans before the city council or county commissioners' court
. To provide for and encourage citizen participation and input

COMPOSITION OF LIBRARY BOARDS

. County commissioners or their delegated representatives may serve as a board for county libraries (five to seven members recommended)
. Municipal library boards (five, seven or nine members recommended) are appointed.
. Boards should be representative of community interests: geographical, occupational, ethnic/minority groups and "special interests" such as senior, young people.

SELECTION OF BOARD MEMBERS

Library board members should be chosen because of qualities and skills which make them valuable to the board.

. Ability to work with a group while contributing individual ideas and opinions
. Ability to analyze efficiency of business procedures, to be a part of accountability to the public
. Genuine interest in the library, the community and improving the services of both
. Initiative, originality and tenacity in formulating and implementing plans effectively
. Time to devote to the position of trustee

TERMS OF SERVICE

. Usual terms are two to three years.
. Expiration dates for terms of members on newly organized boards are usually chosen by lot.
. Bylaws or documents establishing the library board often provide for the number of consecutive terms and establish eligibility for reappointment.
. Rotation of officer positions among members is recommended
. Provision is usually made for retirement from the board of inactive members.

SUGGESTED BYLAWS FOR LIBRARY BOARDS

This example of bylaws shows the areas for which provision must be made. Each board needs to draw its own set of bylaws to fit its specific needs.

Meetings: The regular meeting of the library board shall be held on the _____ _____ (day) at _____ in the library. The annual meeting shall be held at the time of the regular meeting in _____ (month) at the library or other place selected.

Special meetings may be called by the president, or upon the request of _____ members, for the transaction of only that business stated in the call for the meeting. Notice of special meeting shall be sent at least _____ days before the meeting.

The librarian shall be present at all board meetings.

Officers: Officers of the board shall be chosen at the annual meeting of the board and shall be: President, Vice-president and Secretary.

The president shall preside at all meetings, appoint special committees as needed and authorize calls for any special meetings.

The vice-president assumes the duties of president in the absence of the president.

The secretary shall keep a true and accurate account of all board meeting proceedings and shall have custody of the minutes of the board.

The library board may assign such duties to its officers as are deemed necessary.

The library board shall make recommendations to the _____ (governing body) for the appointment and reappointment of members to the library board. No member shall be recommended for reappointment after having served _____ full terms or _____ years.

Committees: The board may establish such standing committees as it wishes.

Special committees for the study and investigation of assigned topics or problems may be appointed by the president. Such committees are to serve until the completion of the work for which they were appointed. All committees are expected to make a progress report at each board meeting.

Quorum: A quorum for the transaction of business shall consist of a majority of the members of the board.

Librarian: The librarian shall be an ex-officio member of the board and shall have sole charge of the administration of the library under the direction and review of the _____. The librarian shall be held responsible for the care of the buildings and equipment, for the employment and direction of the staff, for the efficiency of the library's service to the public and for the operation of the library under the financial conditions set forth in the annual budget. The librarian shall attend all board meetings.

Duties: The advisory board shall have the following powers and perform the following duties:

It shall encourage the development of public libraries.

It shall recommend to the _____ (governing body) policies and programs for the advancement of the library.

It shall review the annual budget for the library prior to submission of the budget to the _____.

It shall cooperate with other public and private groups in advancing the best interests of the public library.

Order of Business: The normal order of business at the regular meeting shall be as follows:

Call to order
Roll call of members
Approval of minutes of the prior meeting
Report of the librarian
Report of committees
Communications
Unfinished business
New business
Adjournment

The president and the librarian in consultation shall prepare the agenda of business in advance of each meeting and make it available to all members.

Amendent of Bylaws: These bylaws may be amended at any regular meeting of the board when a quorum is present by a unanimous vote, providing the amendment was stated in the call for the meeting.

When a unanimous vote is not obtained, the proposed amendment may be placed on a future agenda at which time a majority vote is required for passage.

SAMPLE BUDGET FORM

	Proposed Year (Estimated)	Current Year (Estimated)	Past Year (Actual)
INCOME			
1. Amount from tax sources	____	____	____
2. Other			
Interest	____	____	____
Contractural services	____	____	____
Fines and other fees	____	____	____
Gifts	____	____	____
Other (specify)	____	____	____
Total other	____	____	____
TOTAL INCOME	____	____	____
EXPENDITURES			
1. Salaries			
Professional staff	____	____	____
Nonprofessional staff (except custodial)	____	____	____
Custodians and janitors	____	____	____
Total	____	____	____
2. Employer contributions			
Social security	____	____	____
Retirement	____	____	____
Other (hospitalization, life insurance, etc.)	____	____	____
Total	____	____	____
3. Contractual services			
Rental of equipment	____	____	____
Utilities	____	____	____
Repair and maintenance	____	____	____
Postage and postal charges	____	____	____
Insurance	____	____	____
Total	____	____	____

SAMPLE BUDGET FORM CONTINUED	Proposed Year (Estimated)	Current Year (Estimated)	Past Year (Actual)
4. Commodities and supplies	____	____	____
5. Equipment	____	____	____
6. Library materials			
Books	____	____	____
Binding	____	____	____
Rebinding	____	____	____
Serials	____	____	____
Nonbook material	____	____	____
AV materials	____	____	____
Other	____	____	____
Total	____	____	____
7. Travel	____	____	____
8. Other expenditures (continuing education, association dues)	____	____	____
9. Contingencies	____	____	____
SUMMARY:			
TOTAL OPERATING EXPENDITURES	____	____	____
BALANCE AT END OF FISCAL YEAR	____	____	____
Capital expenditures (specify)	____	____	____
Accumulations (specify)	____	____	____
Outstanding liabilities	____	____	____
SUMMARY TOTAL	____	____	____

Note: In-kind contributions from local governmental sources should be calculated to show the rent, gas, electricity, telephone and other services supplied by a governmental unit. This calculation would come from an estimate of the space occupied by the library in a building not its own and any contributions from the government or shared charges.

DUTIES OF THE LIBRARIAN OF A PUBLIC LIBRARY: A CHECK LIST

Attend all board meetings except that at which the librarian's employment or salary is discussed.

Recommend needed policies for board action.

Implement the policy of the library as adopted at board meetings.

Prepare an annual budget with the assistance of the board and submit it to the city manager or finance director for approval by city council or county commissioners' court.

Help the board chairman prepare meeting agendas.

Select library employees and supervise their work.

Select or supervise selection and ordering of library materials and supplies.

Maintain an active public relations program.

Design and implement plans for extending use of library facilities.

Cooperate actively with education organizations of the state and community.

Report regularly on the progress of the library to the local government, library board and general public.

Submit regular annual reports to the Texas State Library.

Attend professional meetings.

Provide staff with opportunities to continue their professional education.

Promote the well-being of the staff by providing for adequate salaries and benefits and good working conditions.

Prepare definite scale of promotions and raises for positions not under governmental merit system.

Analyze library operations and programs in terms of cost and effectiveness in meeting community needs.

Develop plans which qualify the library for membership in the Texas Library System.

Participate in activities of the regional library system by attending meetings and providing ideas about potential system services which will benefit the users of the library.

Assist trustees to function effectively by maximum involvement in the library's planning, public relations, programs and evaluation.

Be alert to needs for legislation to cope with problems of the library and supply background material to trustees and staff to aid in effective lobbying.

SAMPLE COMPLAINT FORM

Request for Reconsideration of a Book or Other Library Material

To the person requesting reconsideration: Library policy requires that complaints be made on this form for discussion in detail. The materials selection policy will be made available to you. Thank you for taking the time to provide needed information.

Author _____

Title _____

Publisher or Producer _____

Request initiated by _____

Telephone _____ Address _____

City _____ Zip Code _____

Requester represents: individual _____

organization _____

other group _____

Check one: ___Book ___Paperback ___Magazine ___Pamphlet ___Picture ___Film

___Other _____

Specifically, to what do you object? (Cite pages, instances, etc.) _____

_____

What do you feel might be the result of reading, hearing or seeing this material? _____

Is there anything good about this material? _____

_____

Did you read the entire book or examine the entire item? _____

What parts? _____

Are you aware of the judgment of this material by professional critics? __

_____

What do you believe is the theme of this book or material? _____

_____

What would you like to have your library do about this material? _____

_____

Date _____ _____

Signature of complainant

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